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## **Development Redefined: Cooperatives as Business Entity**

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This study propose business framework for cooperatives as ideal medium of development. Globalisation and technology has changed the human life in last three decades. In light of themes selected by World Development Reports (WDR), we emphasize that development is refined. The cooperative as business entity fits as ideal medium of transforming society; a continuous development, in several spheres and inclusive. International organisations are striving best to make globe happier, through research and policy advocacy and interventions. We propose to open cooperative as business venture around each theme WDR has ascertained.

Cooperatives are social business entities and we see it from three angles. They are business organisations like any other. Cooperatives run its business propelled by cooperative principles. Cooperatives are legal entities, created and managed as per cooperative law of each state or country. Thus this paper give a basic framework, which can help cooperators to work upon with suitable modifications in their country to fit into suitable business model, legal framework but invariably within cooperative principle framework.

### **WDR 2000: Entering the 21st century**

The theme for the report was the changing development landscape in the 21st century. The Report focused on two forces of change: the integration of the world economy and the increasing demand for self-government which will affect responses to key issues such as poverty reduction, climate change, and water scarcity. These tidal forces of globalization and localization will require nation states to sustain a dynamic equilibrium with international and subnational partners. The nature of this equilibrium will have far reaching implications for the gains from trade and capital flows, the fruitfulness of global environmental agreements, the pace of regional growth and the scope of urban development. The Report proposes new rules and structures on which to build a comprehensive approach to development policy in the 21st century. The challenges remain great, but the opportunities available in the new century hold out prospects for a better future. The World Development Report 1999/2000 provides invaluable guidance for decision makers in the next century. It gives an in-depth analysis of evolving development concerns and explains how current views must adapt to meet the modern challenges. A cooperative is proposed to provide consultative services that can be useful to give directions to many more cooperatives. This can be federation of various types of cooperatives drawing experts from cooperatives and other businesses to propose new cooperatives, new business models and business lines for existing cooperatives, new strategies and so forth.

### **WDR 2001: Attacking Poverty**

Poor people live without fundamental freedoms of action and choice that the better-off take for granted. They often lack adequate food and shelter, education, and health. They also face extreme vulnerability to ill health, economic dislocation, and natural disasters. And they are often exposed to ill treatment by institutions of the state and society (specifically, to social norms, values, and customary practices that within the family, the community, or the market lead to exclusion of women, ethnic and racial groups, or the socially disadvantaged) and are powerless to influence key decisions affecting their lives. These are all dimensions of poverty. And that is why facilitating the empowerment

of poor people--by making state and social institutions more responsive to them--is key to reducing poverty. Moreover, vulnerability to external and largely uncontrollable events reinforces poor people's sense of ill-being, exacerbates their material poverty, and weakens their bargaining position. That is why enhancing security by reducing the risk of such events as wars, disease, economic crises, and natural disasters is also key to reducing poverty. So is reducing poor people's vulnerability to risks and putting in place mechanisms to help them cope with adverse shocks. The overview to this year's World Development Report foreshadows the main report's central themes, namely the exploration of the nature and causes of poverty and of what can be done.

Poverty is difficult to define precisely as it is subjective, comparative and vague. It can be rather described. Poverty may be explained as deficient condition in terms of resources like food, health, wealth, income, and other essentials. Poverty in one region or country may be different than other regions. Poverty in developed country may be better than richness of under developed country! In economic vessel those who are at bottom in terms of resources are termed as poor and those at top are rich. The thin imaginary line differentiating poor and rich will determine who is poor and who rich. The setting of this line is question of judgment. It differs from one place to another, and changes as time and person, society changes.

Every society attempts to reduce poverty and prepare programme to rescue poor. Any socio economic activity that create and add value to the society, reduce poverty to an extent. If value creation distributed among top in the vessel, it is less reducing poverty and if that value addition goes to bottom, it reduce poverty to large extent. Thus there are two aspects that become crucial,

1. Socio Economic Activity that create and add value to society
2. Such activity if distribute more toward bottom in imaginary social vessel

It reduces the poverty. It becomes pertinent that such activities must be carried out in such mechanisms that distribute more to poor.

There is numerous ways that this could be done. Cooperatives are instrument that can fulfil this. Cooperatives are like chameleon changes colour as to suit environment. If cooperatives are formed by and for poor, weaker and downtrodden people, it helps them. Cooperatives are not merely economic body but social too. Each member or beneficiary alone may be too weak to do something that can create and add value, but his deficiency may be compensated by other and vice versa. Thereby the whole group formed in such a way that each compensates others in their deficient matters. And thus they form a whole single unit that may create and add value to the society. The organisation work for society and themselves and share benefits there from. As it is aggregate of all weaker people need someone who can take care of them and thus generally government in some form play role of motivator, motivator and regulator.

The important point is to identify a cluster of people sharing something common and at the same time compensating deficiency of rest. If one can identify that and build strategies to compete in open market, the cooperative can do what a corporate can do and also assisting their members, distributing surplus to members, and also contributing to society. In many country like India, cooperatives like AMUL, NDDDB, IFFCO, WARANA NAGAR have played such a role that inspire others to follow suit.

### **WDR 2002: Building Institutions for Markets**

Weak institutions-tangled laws, corrupt courts, deeply biased credit systems, and elaborate business registration requirements-hurt poor people and hinder development.

Building Institutions for Markets, countries that systematically deal with such problems and create new institutions suited to local needs can dramatically increase incomes and reduce poverty. These institutions range from unwritten customs and traditions to complex legal codes that regulate international commerce. The report's recommendations to guide policymakers in building more effective institutions include the following:

**Complement what exists:** The design of any single institution should take into account the nature of the supporting institutions, skills, technology and corruption. Costs of building and maintaining the institution must be commensurate with per capita income levels to ensure access and use.

**Innovate:** Institutions are not immutable. Be prepared to experiment with new institutional arrangements and to modify or abandon those that fail.

**Connect:** Connect communities through open information flows and open trade. In particular, the exchange of information through open debate creates demand for institutional change.

**Promote competition:** Foster competition between jurisdictions, firms and individuals. Competition creates demand for new institutions, changes behavior, brings flexibility in markets and leads to new solutions.

A cooperative is proposed to provide consultative services that can be useful to give directions to many more cooperatives.

### **WDR 2003: Sustainable Development in Dynamic World: Transforming Institutions, Growth, & Quality Life**

The next 50 years could see a fourfold increase in the size of the global economy and significant reductions in poverty but only if governments act now to avert a growing risk of severe damage to the environment and profound social unrest. Without better policies and institutions, social and environmental strains may derail development progress, leading to higher poverty levels and a decline in the quality of life for everybody.

Low- income countries will need to grow at 3.6 percent per capita to meet the United Nations' Millennium Development Goal of halving poverty by 2015, but this growth must be achieved in a manner that preserves our future," said Ian Johnson, Vice President of the World Bank's Environmentally and Socially Sustainable Development Network. "It would be reckless of us to successfully reach the Millennium Development Goals in 2015, only to be confronted by dysfunctional cities, dwindling water supplies, more inequality and conflict, and even less cropland to sustain us than we have now. Misguided policies and weak governance in past decades have contributed to environmental disasters, income inequality, and social upheaval in some countries, often resulting in deep deprivation, riots, or refugees fleeing famine or civil wars.

Today, many poor people depend on fragile natural resources to survive. Similarly, trust between individuals, which can be eroded or destroyed by civic unrest, is a social asset with important economic benefits, since it enables people to make agreements and undertake transactions that would otherwise not be possible. Development polices need to be more sharply focused on protecting these natural and social assets. SDG have replaced MDG, cooperatives may be floated to become exemplary in preaching SDG to align with any other business in line with the aforesaid doctrines of sustainable

development.

### **WDR 2004: Making Services Work for Poor People**

This Report investigated how countries can accelerate progress towards the Millennium Development Goals (MDGs) by making services work for poor people. However, in 2015 United Nations realized that MDGs are not fully achieved and does not comprehensive if future generation and resources are not considered in right perspectives. Hence it thought of SDGs.

To accelerate progress in human development, economic growth is of course necessary, but it is not enough. Mobilizing to reach the 2015 development goals will require both a substantial increase in external resources and more effective use of all resources, internal and external. The report offers a practical framework for using resources more effectively.

Success in reaching the MDGs depend not just on faster economic growth and the flow of sources, but on the ability to translate those resources into basic services, especially in health, education, water, and sanitation. Too often, the delivery of services falls far short of what could be achieved, especially for the poor.

The reasons include: weak incentives for performance, corruption, imperfect monitoring (if at all), and administrative logjams. Some countries have tried to address the problem, especially by involving poor people in service delivery. When this has happened, the results have been impressive. Giving parents voice over their children's education, patients a say over hospital management, making agency budgets transparent--all contribute to improving outcomes in human development.

Celebrating the successful innovations while taking a hard look at some of the failures, and learning from both, the Report attempts to guide policymakers, donors, and citizens on improving the delivery of basic services. In this way we can also deepen our understanding of empowering and investing in poor people by reinforcing into cooperatives, the principles of SDGs.

### **WDR 2005: A Better Investment Climate for Everyone**

A Better Investment Climate for Everyone, the World Bank's annual World Development Report focused on what governments can do to improve the investment climates of their societies to increase growth and reduce poverty.

As per François Bourguignon, Senior Vice President and Chief Economist, The World Bank, "A good investment climate is central to growth and poverty reduction. A vibrant private sector creates jobs, provides the goods and services needed to improve living standards, and contributes taxes necessary for public investment in health, education, and other services. But too often governments stunt the size of those contributions by creating unjustified risks, costs, and barriers to competition." Cooperatives are ubiquitous and pervasive. Its influence in business, government and society is huge. Cooperatives can foster principle and can become vehicle to create better investment climate.

### **WDR 2006: Equity & Development: Inequality of opportunity**

Inequality of opportunity, both within and among nations, sustains extreme deprivation, results in wasted human potential and often weakens prospects for overall prosperity

and economic growth, concludes the 2006 World Development Report, the World Bank's major annual publication.

To correct this situation and reduce poverty more effectively, Equity and Development recommends ensuring more equitable access by the poor to health care, education, jobs, capital, and secure land rights, among others. It also calls for greater equality of access to political freedoms and political power, breaking down stereotyping and discrimination, and improving access by the poor to justice systems and infrastructure.

As per François Bourguignon, Senior Vice President and Chief Economist, The World Bank, "Equity is complementary to the pursuit of long-term prosperity. Greater equity is doubly good for poverty reduction. It tends to favor sustained overall development, and it delivers increased opportunities to the poorest groups in a society."

To level the playing field among countries, and thereby reduce global inequities that hurt the poor in developing countries, the report calls for removal of trade barriers in rich countries, flexibility to allow greater in-migration of lower-skilled people from developing countries, and increased—and more effective—development assistance. Cooperatives are ideal vehicle and medium to bring equality between men and women, poor and rich, skilled and unskilled. It can foster this principle in its strategy to realise equal world.

### **WDR 2007: Development and the Next Generation**

Developing countries which invest in better education, healthcare, and job training for their record numbers of young people between the ages of 12 and 24 years of age, could produce surging economic growth and sharply reduced poverty, according to a new World Bank report launched at the Bank's Annual Meetings in Singapore. With 1.3 billion young people now living in the developing world—the largest-ever youth group in history—the report says there has never been a better time to invest in youth because they are healthier and better educated than previous generations, and they will join the workforce with fewer dependents because of changing demographics. However, failure to seize this opportunity to train them more effectively for the workplace, and to be active citizens, could lead to widespread disillusionment and social tensions.

"Such large numbers of young people living in developing countries present great opportunities, but also risks," says François Bourguignon, the World Bank's Chief Economist and Senior Vice President for Development Economics. "The opportunities are great, as many countries will have a larger, more skilled labor force and fewer dependents. But these young people must be well-prepared in order to create and find good jobs." The report says that young people make up nearly half of the ranks of the world's unemployed, and, for example, that the Middle East and North Africa region alone must create 100 million jobs by 2020 in order to stabilize its employment situation. Moreover, surveys of young people in East Asia and Eastern Europe and Central Asia—carried out as research for the report—indicate that access to jobs, along with physical security, is their biggest concern.

Far too many young people—some 130 million 15-24 year olds—cannot read or write. Secondary education and skill acquisition make sense only if primary schooling has been successful. This is still far from being the case and efforts have to be reinforced in this area. In addition, more than 20 percent of firms in countries such as Algeria, Bangladesh, Brazil, China, Estonia, and Zambia, rate poor education and work skills among their workforce as 'a major or severe obstacle to their operations.' Overcoming this handicap starts with more and better investments in youth.

"Most developing countries have a short window of opportunity to get this right before their record numbers of youth become middle-aged, and they lose their demographic

dividend. This isn't just enlightened social policy. This may be one of the profound decisions a developing country will ever make to banish poverty and galvanize its economy," says Emmanuel Jimenez, lead author of the report, and Director of Human Development in the World Bank's East Asia and the Pacific Department. Cooperatives are ideal vehicle and medium to bring youth in action. It can foster this principle in its strategy to realise a young world.

### **WDR 2008: Agriculture for Development**

Agriculture is a vital development tool for achieving the Millennium Development Goal that calls for halving by 2015 the share of people suffering from extreme poverty and hunger. That is the overall message of this year's World Development Report (WDR), the 30th in the series. Three out of every four poor people in developing countries live in rural areas, and most of them depend directly or indirectly on agriculture for their livelihoods. This report provides guidance to governments and the international community on designing and implementing agriculture for development agendas that can make a difference in the lives of hundreds of millions of rural poor. The report highlights two major regional challenges. In much of Sub-Saharan Africa, agriculture is a strong option for spurring growth, overcoming poverty, and enhancing food security. Agricultural productivity growth is vital for stimulating growth in other parts of the economy. But accelerated growth requires a sharp productivity increase in smallholder farming combined with more effective support to the millions coping as subsistence farmers, many of them in remote areas. Recent improved performance holds promise, and this report identifies many emerging successes that can be scaled up. In Asia, overcoming widespread poverty requires confronting widening rural-urban income disparities. Asia's fast-growing economies remain home to over 600 million rural people living in extreme poverty, and despite massive rural-urban migration, rural poverty will remain dominant for several more decades. For this reason, the WDR focuses on ways to generate rural jobs by diversifying into labor intensive, high value agriculture linked to a dynamic rural, non-farm sector. In all regions, with rising land and water scarcity and the added pressures of a globalizing world, the future of agriculture is intrinsically tied to better stewardship of natural resources. With the right incentives and investments, agriculture's environmental footprint can be lightened and environmental services harnessed to protect watersheds and biodiversity.

63% of cooperatives in the world are directly or indirectly with agriculture, ranging from credit, marketing, processing and so on. By this principle cooperatives can create largest employment market.

### **WDR 2009: Reshaping Economic Geography**

Economic growth will be unbalanced, but development still can be inclusive. That is the main message of this year's World Development Report. The report proposes that spatial transformations along the following three dimensions will be necessary:

**Density:** Higher density as seen in the growth of cities. Tokyo, the world's largest city is home to 35 million--a quarter of Japan's population--but stands on just four percent of its land.

**Distance:** Shorter distances as firms and workers migrate closer to economic opportunities. Eight million Americans change states every year, migrating to reduce distance to economic opportunity.

**Division:** Fewer divisions as countries thin their economic borders to enter world markets

to take advantage of specialization and scale. Border restrictions to flows of goods, capital, ideas, and people continue to prevent progress in Africa, in contrast with Western Europe.

Cooperatives are natural instrument to cater services to help balancing density, reducing distances and division.

### **WDR 2010: Development and Climate Change**

If developed countries act now, a 'climate-smart' world is feasible, and the costs for getting there will be high but still manageable. A key way to do this is by ramping up funding for mitigation in developing countries, where most future growth in emissions will occur. "The countries of the world must act now, act together and act differently on climate change,". "Developing countries are disproportionately affected by climate change – a crisis that is not of their making and for which they are the least prepared. For that reason, an equitable deal in Copenhagen is vitally important." Countries need to act now because today's decisions determine both the climate of tomorrow and the choices that shape the future. Countries need to act together because no one nation can take on the interconnected challenges posed by climate change, and global cooperation is needed to improve energy efficiencies and develop new technologies. Countries need to act differently, because we cannot plan for the future based on the climate of the past. Developing countries will bear most of the costs of the damage from climate change. Many people in developing countries live in physically exposed locations and economically precarious conditions, and their financial and institutional capacity to adapt is limited, says the report. Already, policymakers in some developing countries note that an increasing amount of their development budget is being diverted to cope with weather-related emergencies. At the same time, 1.6 billion people in the developing world lack access to electricity, the report notes. These developing countries—whose average per capita emissions are a fraction of those of high-income countries—need massive expansions in energy, transport, urban systems, and agricultural production. Increasing access to energy and other services using high-carbon technologies will produce more greenhouse gases, hence more climate change. The report finds, however, that existing low-carbon technologies and best practices could reduce energy consumption significantly, saving money. For example, the report notes that it is possible to cut energy consumption in industry and the power sector by 20–30 percent, helping reduce carbon footprints without sacrificing growth. In addition, many changes to reduce emissions of greenhouse gases also deliver significant benefits in environmental sustainability, public health, energy security, and financial savings. Avoided deforestation, for instance, preserves watersheds and protects biodiversity, while forests can effectively serve as a carbon sink. Solving the climate problem requires a transformation of the world's energy systems in the coming decades. Research and Development investments on the order of US\$100 - \$700 billion annually will be needed—a major increase from the modest \$13 billion a year of public funds and \$40 billion to \$60 billion a year of private funds currently invested. Developing countries, particularly the poorest and most exposed, will need assistance in adapting to the changing climate. Climate finance must be greatly expanded, since current funding levels fall far short of foreseeable needs. Climate Investment Funds (CIFs), offer one opportunity for leveraging support from advanced countries, since these funds can buy-down the costs of low-carbon technologies in developing countries.

Cooperatives are people's organization. Climate challenges can overcome with people participation. Cooperatives can help realizing goal of sustainable climate.

### **WDR 2011: Conflict, Security, and Development**



Some 1.5 billion people live in countries affected by repeated cycles of political and criminal violence, and no low-income fragile or conflict-affected country has yet to achieve a single Millennium Development Goal. Fixing the economic, political, and security problems that disrupt development and trap fragile states in cycles of violence requires strengthening national institutions and improving governance in ways that prioritize citizen security, justice, and jobs, according to a new report from the World Bank.

“If we are to break the cycles of violence and lessen the stresses that drive them, countries must develop more legitimate, accountable and capable national institutions that provide for citizen security, justice and jobs.” said World Bank President Robert B. Zoellick. “Children living in fragile states are twice as likely to be undernourished and three times as likely to be out of school. And the effects of violence in one area can spread to neighboring states and to other parts of the world, hurting development prospects of others and impeding economic prospects for entire regions.”

The World Development Report 2011 focussed on Conflict, Security and Development followed by speech delivered by Zoellick in 2008 to the International Institute for Strategic Studies, entitled “Fragile States: Securing Development”. Noting that military and development disciplines too often worked on separate paths, Zoellick called for bringing security and development together to break the cycles of fragility and violence affecting more than one billion people. There is n better time than this that cooperatives are needed to bring secured society without conflict. Employment is one of the key to bring peace in conflict hit areas, where cooperatives can help fostering employment.

## **WDR 2012: Gender Equality and Development**

Women’s lives around the world have improved dramatically, but gaps remain in many areas. The authors use a conceptual framework to examine progress to date, and then recommend policy actions.

The lives of women around the world have improved dramatically, at a pace and scope difficult to imagine even 25 years ago. Women have made unprecedented gains in rights, education, health, and access to jobs and livelihoods. Despite the progress, gaps remain in many areas. The worst disparity is the rate at which girls and women die relative to men in developing countries. Excess female deaths account for an estimated 3.9 million women each year in low- and middle-income countries. About two-fifths are never born due to a preference for sons, a sixth die in early childhood, and over a third die in their reproductive years.

Report on Gender Equality and Development argues that closing these gaps is a core development objective in its own right. It is also smart economics. Greater gender equality can enhance productivity, improve development outcomes for the next generation, and make institutions more representative.

The analytical core of the Report constitutes a conceptual framework that examines the factors that have fostered change and the constraints that have slowed progress. The analysis focuses on the roles of economic growth, households, markets, and institutions in determining gender differences in education and health, agency, and access to economic opportunities. The analysis leads to the identification of four priority areas for domestic policy action:

- I. Reducing excess female mortality and closing education gaps where they remain
- II. Improving access to economic opportunities for women
- III. Increasing women's voice and agency in the household and in society

#### IV. Limiting the reproduction of gender inequality across generations

While domestic policy action is crucial, the Report calls on the international community to complement efforts in the four priority areas and also support evidence-based public action through better data, impact evaluation and learning.

##### **WDR 2013: Jobs**

Jobs stresses the role of strong private sector led growth in creating jobs and outlines how jobs that do the most for development can spur a virtuous cycle. The report finds that poverty falls as people work their way out of hardship and as jobs empower women to invest more in their children. Efficiency increases as workers get better at what they do, as more productive jobs appear, and as less productive ones disappear. Societies flourish as jobs foster diversity and provide alternatives to conflict.

Jobs are transformational, Jobs and living standards, Jobs and productivity, Jobs and social cohesion, What are good jobs for development?, Valuing jobs, Diverse job agendas, Connected job agendas, Policies through the jobs lens, Labor policies revisited, Beyond labor policies

##### **WDR 2014: Risk & Opportunities: Managing Risk for Development**

The past 25 years have witnessed unprecedented changes around the world—many of them for the better. Across the continents, many countries have embarked on a path of international integration, economic reform, technological modernization, and democratic participation. As a result, economies that had been stagnant for decades are growing, people whose families had suffered deprivation for generations are escaping poverty, and hundreds of millions are enjoying the benefits of improved living standards and scientific and cultural sharing across nations. As the world changes, a host of opportunities arise constantly. With them, however, appear old and new risks, from the possibility of job loss and disease to the potential for social unrest and environmental damage. If ignored, these risks can turn into crises that reverse hard-won gains and endanger the social and economic reforms that produced these gains. The World Development Report 2014 (WDR 2014), Risk and Opportunity: Managing Risk for Development, contends that the solution is not to reject change in order to avoid risk but to prepare for the opportunities and risks that change entails. Managing risks responsibly and effectively has the potential to bring about security and a means of progress for people in developing countries and beyond. Although individuals' own efforts, initiative, and responsibility are essential for managing risk, their success will be limited without a supportive social environment—especially when risks are large or systemic in nature. The WDR 2014 argues that people can successfully confront risks that are beyond their means by sharing their risk management with others. This can be done through naturally occurring social and economic systems that enable people to overcome the obstacles that individuals and groups face, including lack of resources and information, cognitive and behavioral failures, missing markets and public goods, and social externalities and exclusion. These systems—from the household and the community to the state and the international community—have the potential to support people's risk management in different yet complementary ways. The Report focuses on some of the most pressing questions policy makers are asking. What role should the state take in helping people manage risks? When should this role consist of direct interventions, and when should it consist of providing an enabling environment? How can governments improve their own risk management, and what happens when they fail or lack capacity, as in many fragile and conflict-affected states? Through what mechanisms can risk management be mainstreamed into the development agenda? And how can collective action failures to manage systemic risks be addressed, especially those with irreversible consequences? The WDR 2014 provides policy makers with insights and recommendations to address

these difficult questions, which can be answered by cooperatives in real life. Cooperatives like insurance coops are risk absorbers. It should serve to guide the dialogue, operations, and contributions from key development actors—from members, civil society and national governments to the donor community and international development organizations.

### **WDR 2015: Mind, Society & Behaviour**

Every policy relies on explicit or implicit assumptions about how people make choices. Those assumptions typically rest on an idealized model of how people think, rather than an understanding of how everyday thinking actually works. This year's World Development Report argues that a more realistic account of decision-making and behavior will make development policy more effective. The Report emphasizes what it calls 'the three marks of everyday thinking.' In everyday thinking, people use intuition much more than careful analysis. They employ concepts and tools that prior experience in their cultural world has made familiar. And social emotions and social norms motivate much of what they do. These insights together explain the extraordinary persistence of some social practices, and rapid change in others. They also offer new targets for development policy. A richer understanding of why people save, use preventive health care, work hard, learn, and conserve energy provides a basis for innovative and inexpensive interventions. The insights reveal that poverty not only deprives people of resources but is an environment that shapes decision making, a fact that development projects across the board need to recognize. The insights show that the psychological foundations of decision making emerge at a young age and require social support. The Report applies insights from modern behavioral and social sciences to development policies for addressing poverty, finance, productivity, health, children, and climate change. It demonstrates that new policy ideas based on a richer view of decision-making can yield high economic returns. These new policy targets include: the choice architecture (for example, the default option); the scope for social rewards; frames that influence whether or not a norm is activated; information in the form of rules of thumb; opportunities for experiences that change mental models or social norms. Finally, the Report shows that small changes in context have large effects on behavior. As a result, discovering which interventions are most effective, and with which contexts and populations, inherently requires an experimental approach. Rigor is needed for testing the processes for delivering interventions, not just the products that are delivered.

### **WDR 2016: Digital Dividends**

The 2016 World Development Report shows that while the digital revolution has forged ahead, its "analog complements"—the regulations that promote entry and competition, the skills that enable workers to access and then leverage the new economy, and the institutions that are accountable to citizens—have not kept pace. And when these analog complements to digital investments are absent, the development impact can be disappointing.

Cloud computing businesses are inherently cooperatives. Cooperatives can adopt this business as their sunrise business.

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